Government of Nova Scotia
Public Service Commission

Accountability Report
2001/2002 Fiscal Year

NOVA SCOTIA
Public Service Commission
October, 2002

Table of Contents

Accountability Statement 1

Message from the Minister 2

Introduction 3

Public Service Commission Progress and Accomplishments 5
- Strategic Goals 5
- Priorities 5
- Additional Significant Accomplishments 11

Financial Results 12
- Actual Versus Budgeted Expenditures 12

Performance/Outcome Reporting 13

Supplemental Information and Appendices

Accountability Statement

The Accountability Report of the Public Service Commission, for the year ended March 31, 2002, is prepared pursuant to the Provincial Finance Act and government policy and guidelines. These authorities require the reporting of outcomes against the Public Service Commission's business plan information for the fiscal year 2001/2002. The reporting of Public Service Commission outcomes necessarily includes estimates, judgments and opinions by Public Service Commission management.

We acknowledge that this accountability report is the responsibility of the Public Service Commission management. It presents, to the extent possible, a complete and accurate representation of progress and results achieved relative to the goals and priorities set out in the Commission's business plan for the year.

Minister: _____

Honourable Ernest L. Fage

Commissioner: _____

Vicki Harnish

Message from the Minister

As a government we have gone through a very exciting process of change over the past year. The Department of Human Resources has officially become the Public Service Commission. The improved structure supports increased accountability in government through better management of human resources.

The Public Service Commission provides corporate human resource and labour relations policies, programs and consultative services for all civil servants and other direct employees of Government. This report highlights the progress, accomplishments and results achieved based on the goals and priorities established in the Public Service Commission Business Plan for fiscal year 2001/2002. The Public Service Commission had a challenging agenda this past fiscal year. Many priority activities were identified to support the development and maintenance of a highly-skilled, well-educated, professional, flexible and motivated workforce.

Our demographics show that Government will face major recruitment issues over the next 10 years as large numbers of employees approach retirement.

Planning sessions were held throughout the year with representatives from the Public Service Commission and HR Directors from the line departments (HR Forum). Together, the HR community developed a long-term vision to become an "Employer of Choice". A Deputy Ministers' Advisory Committee was also established to assist the Public Service Commission with priority setting of corporate human resource initiatives and programs.

The Public Service Commission, in consultation with the Deputy Ministers' Advisory Committee and HR Forum, has made progress, developing corporate HR policies and programs which focus on recruitment and retention including succession planning, diversity management, leadership development and workplace environment.

The following report on our activities identifies progress towards meeting Government's goal of a professional, capable public service to deliver quality programs and services to Nova Scotians.

Introduction

The Government of Nova Scotia is committed to the principal of open and accountable government. Accountability is enhanced by regular reporting to the House of Assembly and the public on results relative to the goals and priorities outlined in the Business Plan at the beginning of each fiscal year. The report is intended to be a straightforward account of progress made on major goals and objectives for the year.

The Public Service Commission Accountability Report for the fiscal year 2001/2002 summarizes the activities, accomplishments and outcome measures for the fiscal year ending March 31, 2002. Information contained specifically reflects on the 2001/2002 Business Plan and as such, both documents should be read together.

The report begins with an overview of the Public Service Commission's business, including mandate, mission, core business functions and organizational structure. The majority of the report focuses on the goals, accomplishments and outcomes of the Public Service Commission for the fiscal year 2001/2002.

Strategic Goals - Long Term

Five strategic goals were identified in the 2001/2002 Business Plan. These goals have a four year planning horizon and are consistent with the themes of Government. A number of intended outcomes for stated goals are included in this report. Specific indicators, measures, targets and strategies to achieve the targets are also presented.

Priorities - Short Term

Priorities initiatives were identified in the business plan for the fiscal year 2001/2002. These priorities were considered necessary in moving towards the strategic goals. Progress on these priorities, are summarized in this report.

Financial results are presented and an explanation provided of any significant variances between the budget net expenditures reported on in the Business Plan and actual results.

The report also includes supplemental information (appendices) to provide the reader with context on the results being reported on.

Mandate

The Public Service Commission was created June 1, 2001 when the *Government Restructuring Act* was passed. It was created to address two primary needs in government:

1. Improved human resource management across the public sector.

2. Increased accountability in governance.

Compensation arrangements, including salaries, wages, benefits, etc., represent a significant portion of the costs of Government. The Auditor General has noted the need for broader applications of certain policies, particularly those policies which have an easily quantifiable financial impact.

The Public Service Commission has been mandated to uphold the merit principle in hiring for the civil service. In addition, the PSC will have a special role in labour relations where it will either act as government's agent for the purpose of negotiations or provide appropriate direction to ensure a consistent approach to collective bargaining.

Mission

To act as government's agent for collective bargaining; to be responsible for the development and implementation of high-quality human resource policy, programs, and services; to ensure, through audit and evaluation, the quality and value of human resource management practices; to ensure a fair and effective hiring process.

Core Business Functions

Labour Relations - Manage the employment relationships for Government with its direct employees, including collective bargaining, and develop a comprehensive and integrated approach to labour relations in the broader public sector.

Human Resource Management Policy - Provide strategic guidance to Government on human resource management issues through policies which are aimed at innovative methods for developing the public service to meet changing needs.

Audit and Evaluation - Ensure accountability for human resources policy/program effectiveness and assess Government progress in achieving human resource goals.

Human Resource Programs and Services - Develop programs and services to support the development of an effective and dynamic public service.

Organization Structure

An organization chart for the Public Service Commission is provided in Appendix A.

Public Service Commission Progress and Accomplishments

This section outlines the strategic goals and priorities as outlined in the Public Service Commission's 2001/2002 Business Plan. Accomplishments relative to these goals and priorities are examined. Information on pertinent human resource, information technology and finance functions of the Commission are also included in this section. Any significant accomplishments not included as priorities in the 2001/2002 business plan but achieved in this fiscal year, have also been identified.

Strategic Goals

Five long term goals were identified in the 2001/2002 business plan.

1. Ensure that Government has a highly skilled, well educated, professional, flexible and motivated workforce.

2. Enhance and maintain good employee/employer relationships and build new relationships in the broader public sector.

3. Ensure that human resource policies are highly responsive to Government direction.

4. Manage the compensation, performance and succession planning systems for Government.

5. Continue to ensure the merit principle is upheld through a fair and effective hiring process.

Outcome measures for these goals are included in the outcome measures section of this report. The priorities required to achieve these goals follow.

Priorities for 2001-02

Priorities (initiatives) required to move towards achieving Public Service Commission goals as well as progress made relative to these goals and priorities is outlined below.

Goal 1: **Ensure that government has a highly skilled, well-educated, professional, flexible, and motivated work force.**

To complete the establishment of an operational and effective Public Service Commission.

- *Prepare appropriate legislation necessary to support the mandate of the Public Service Commission as directed by Government.*

The Department of Human Resources officially became the Public Service Commission June 1, 2002. The Government Restructuring Act (Bill 20) was passed, establishing the mandate of the PSC to include HR management in government under the *Civil Service Act*, a more specific role in collective bargaining for Highway and Correction Workers and potential longer-term responsibilities for collective bargaining and policy initiatives in the broader public sector. This new mandate will support improved accountability for spending decisions and consistent HR policies across Government.

- *Build the structure of the Public Service Commission to effectively deliver the mandate established by Government.*

  The first year as the Public Service Commission has largely been a year of familiarization and transition to better determine the best structure to carry out the new mandate. As part of the ongoing commitment to improve the design, delivery and accountability of the Public Service Commission human resource policies and programs, an audit and evaluation function has been established.

- *Develop an effective Communications Program to support the transition to the Public Service Commission.*

  Consultations internal to government, with the broader provincial public sector, and the unions were held following the tabling of the legislation in April 2001 to communicate the changes. Through a number of means, including presentations, written materials, etc. staff have explained the role of the new PSC as government's vehicle to support its intent to build a strong, professional public service.

Goal 2(a): Enhance and maintain good employee/employer relationships and build new relationships in the broader public sector.

- *Advance Government's interests in labour relations/collective bargaining in relation to internal departments and the broader public sector.*

  The Public Service Commission has been more actively involved with Nova Scotia Community College, Workers' Compensation Board, Nova Scotia Liquor Commission, school boards and the health sector in relation to collective bargaining, thus expanding its scope.

  The Public Service Commission coordinates this activity through a multi-department committee called the Labour Relations Working Group. The group works to ensure that the financial mandate as set by Government is

communicated and adhered to, as well as examining and making recommendations on significant policy issues.

Goal 2 (b): **The Public Service Commission will work to establish new relationships through stakeholder consultation between the Public Service Commission, line departments, and the broader public service.**

- *Establish the Deputy Ministers' Advisory Committee to assist the Public Service Commission with priority setting of corporate human resource initiatives and programs.*

  A Deputy Ministers' Advisory Committee was established in fiscal 2001/2002 with the first meeting held March 28th, 2001. The Committee is chaired by the Commissioner of the Public Service Commission. The Public Service Commission's priorities for fiscal 2001/2002 were confirmed by the Committee. The performance management strategy was presented to the group. The group approved the Executive Career Assignment Program (ECAP). The committee also received detailed information on the Integrated Management Development (IMD) Plan, Public Service Recruiting and Retention Atlantic Canada Study, the HR community strategic directions, the proposed management (MCP) pay for performance scheme and ongoing updates of the Bargaining Unit Classification Project.

- *Build effective relationships with and strengthen the corporate role of the Human Resource Directors' Forum.*

  Work began in February, 2001 to bring clarity to the role of the Public Service Commission and HR community of government. This work also included development of a corporate-wide HR strategy to ensure government maintains a high quality, professional public service. An HR plan, which was prepared by all HR leaders in Government over the last eighteen months is the foundation of our corporate HR strategies. Planning sessions focused on identification and implementation of strategic HR management needs in the public service. These sessions resulted in the confirmation of six strategic directions (see Appendix C), their targets and actions plans. Working groups were established with membership from both the Public Service Commission and the line HR staff. Project leaders have been identified for each strategic direction.

- *Undertake a comprehensive employee satisfaction survey for all government employees.*

  A survey has not yet been conducted. Given the Public Service Commission's broader mandate, a number of approaches are being considered to capture

information on the types of measures and factors that contribute to a supportive workplace environment.

Goal 3: **Ensure that human resource policies are highly responsive to government direction.**

- *Attract, motivate and retain a capable workforce in a fiscally responsible manner through implementation of corporate policies and programs such as employee recognition, flexible work options program, succession planning, and leadership development programs.*

  Employee Recognition: A framework was developed involving extensive consultation with HR Directors. It is anticipated that a corporate guideline will be in place by January 2003.

  Flexible Work Options: The Government of Nova Scotia has many policies and programs in place to support a good working environment which includes the balance of work/life issues. A work team will examine all current flexible work options available to employees and how to best promote what is already in place. The group will also look at potential new priority initiatives which could gradually be added based on employee needs and best practices.

  Training Programs: In the year 2001/2002, over one thousand (1,111) government employees participated in skill development programs offered centrally through the Human Resource Development training calendar.

  Leadership Training: Seven (7) leadership development sessions were conducted: Two(2) frontline supervisory development; three (3) Middle Manager; one (1) individual contributor and one (1) executive leadership development. There were twenty-seven (27) participants per session for a total of 189 employees exposed to leading edge training and development.

  Masters of Public Administration Management (MPAM): A second stream of students will be graduating in June 2002 from a three-year masters program. Fifty provincial employees will be or have completed their final year (includes stream 1 and 2).

  Executive Career Assignment Program (ECAP): A leadership development program for high potential managers/directors was developed and implemented. This program provides these government employees with job assignments and leadership development supports needed to prepare them for future senior level positions in the Nova Scotia Public Service.

  Performance Management System for Management (MCP): The Deputy Ministers elevated performance management to a priority and all departments were strongly encouraged to conduct a performance appraisal on their

management staff, resulting in 100% of the management compensation (MCP) group appraisals completed for the fiscal year 2001/2002.

- *Undertake the review of the civil service bargaining unit classification system.*

  A review of all bargaining unit jobs is being conducted to evaluate all civil service bargaining unit positions to validate their internal relative value under the terms of the collective agreement mandate. As of March 31, 2002, two thirds of job fact sheets (used to evaluate positions), were received. Job evaluations are ongoing. The initial job evaluation results are expected to be prepared by December 31, 2002. Work on developing a classification structure will begin in early 2003. It is anticipated that a final classification structure will be developed by the end of fiscal 2003/2004.

- *Introduce a revised management classification system to recruit and retain the resources necessary for a productive, sustainable workforce.*

  Management Job Evaluation Project - All job descriptions for management and other non-bargaining unit professionals will be rewritten using a simplified format; every job will be evaluated to determine the appropriate placement within the new compensation structure. The process used will identify inequities, increase transparency, involve managers and be communicated on an ongoing basis to employees.

  The steps in the process include writing benchmark job descriptions, evaluating benchmark job descriptions and evaluating management jobs. Once all this information is in place, work will need to be done to transition into a new system. Full implementation of the system is scheduled for 2003/2004.

  A new job description template and job description Writing Guide for MCP employees was developed and towards the end of 2001/02, the Management Job Evaluation Project was formally launched with MCP employees. Orientation Sessions were held to introduce benchmark incumbents and their managers to the new system and prepare them for writing benchmark job descriptions.

- *Support and coordinate restructuring in government, and continue to administer the Transition Support Program.*

  One hundred and eighty-six (186) positions were eliminated through restructuring. One hundred and thirty-eight (138) employees accepted an enhanced severance package under the Transition Support Program. Forty-

eight (48) people were placed in alternate positions within Government. Cost of enhanced severance was $5,526,413.

Goal 4: Manage the compensation, performance, and succession planning systems for government

- *Compensate and recognize employees for performance based upon their contributions to business objectives.*

  Performance management tools including performance appraisal forms were redesigned.

  Designed a pay for performance guide chart, worked out costing scenarios and conducted market research in preparation of implementing pay for performance for MCP employees in the next fiscal year.

Goal 5: Continue to ensure the merit principle is upheld through a fair and effective hiring process

- *Establish the auditing and evaluation function to ensure Government accountability for human resource management.*

  With the assistance of a Working Group made up of representatives from the PSC and Auditor General's office, the Evaluation and Audit function has been defined and structured. The Manager position was filled February, 2002 and work began immediately on the workplan for implementation in 2002-03.

- *Establish committees that will support the work of the Public Service Commission, including the Deputy Ministers Advisory and Review Committees.*

  The Public Service Commission has made a conscious effort to work more closely with HR in the line departments. The HR Forum which includes the Director from each HR unit, as well as representatives from the PSC, put together the action plans for each of the strategic directions. Steering committees have since been established to implement these action plans.

Additional Significant Accomplishments

Significant results were also achieved in these areas, although not identified in the business plan 2001/2002.

1. Introduced and delivered two new diversity programs - one targeted to deputy ministers (delivered twice), the other addressed diversity management for leaders.

   Produced The Diversity Source, the newsletter for government employees. The Diversity Source is designed to keep readers informed about programs and activities related to diversity within the Nova Scotia Govern. ent.

   The Diversity Consultant has been recognized as a member of the faculty of the National Judicial Institute's social context education. The National Judicial Institute is the national education institute for the Canadian Judiciary.

2. 'Employer of Choice' initiative was introduced. This initiative will involve the promotion of existing policies and programs for employees. This initiative will focus on the work environment which includes: acknowledgment and recognition, balance of work/life issues, cultural issues, developmental opportunities and environmental factors. New priority policies and programs will be introduced on an ongoing basis to ensure government continues to provide employees with what they value.

3. Project Management Initiative (PMI) - The Public Service Commission introduced a project management approach for its priorities. All priorities will be treated as individual projects. This approach will facilitate a more efficient and effective use of PSC resources with staff from all divisions being assigned to projects. Staff will be provided with a concrete means of contributing to and being evaluated against business objectives. PMI will also include regular status reporting to assess progress towards priorities.

4. NSpire - The Government of Nova Scotia web-enabled its human resource management information. The new employee intranet gave 16,000 government employees the ability to directly access their employee data, including payment summaries, vacation accruals, medical insurance forms, and benefits information. The system exceeded usage expectations by more than 100% and has received national recognition.

5. Streamline Staffing - An efficient, decentralized approach to the staffing function which may result in a reduction of required time to staff positions in Government from 75 days after competition close to 20. Three pilot departments have taken part in this initiative. A streamlining team will coordinate the roll out to all departments.

Financial Results

The Public Service Commission's primary resource is its staff and their expertise in the delivery of the department's core business functions. The department engages in an on-going review of its operations to identify opportunities for improved efficiencies and cost savings.

Actual Versus Budgeted Expenditures

In 2001-2002, The Public Service Commission had an approved budget allocation of $4,097,000. Actual net 2001-2002 expenditures totaled $3,837,902 (93.7% spent). Savings were realized through PSC divisional expenditure control related to general operating expenses and the deferral of filling vacancies. The following table provides a breakdown of authority versus actual 2001-2002 PSC expenditures.

Public Service Commission ($ thousands)			
Division	**Authority**	**Actual**	**Variance**
Office of the Commissioner	368.3	346.3	(22.0)
Labour Relations	593.6	495.9	(97.7)
Human Resource Management Policy	422.1	448.6	26.5
Human Resource Audit & Evaluation	173.8	9.9	(163.5)
Human Resource Program & Services	2,539.6	2,537.2	(2.4)
Public Service Commission Total	$4,097.0	3,837.9	(259.1)

Public Service Commission Performance/Outcome Reporting

Introduction:

The 2001/2002 Accountability Report is the first to include both base year measures and targets. The Public Service Commission outcome measures include those in which a system is in place to produce reliable data. A number of new measures will be introduced once systems have been put in place to monitor and track the impact of corporate policy in a consistent manner. The Public Service Commission will be implementing HR SAP, a web-based desktop tool in 2003/2004. This corporate HR information system will be used across Government for planning and decision making and should provide a source of reliable data for future outcome measures.

The Public Service Commission, as the corporate entity for Government, is responsible for corporate policies, programs and services to assist all Government departments meet their respective HR needs and goals. The Public Service Commission will therefore need to develop a number of HR measures in order to track and report on government wide HR results.

Overview:

Outcome measures for 2001/2002 are divided into the following three sections:

1. Summary of 2001/2002 outcome measures.

2. Narrative report on 2001/2002 outcome measures.

3. Explanation of Changes in Measures: outcome measures identified in the 2001/2002 Business Plan but not reported on in the 2001/2002 Accountability Report.

Public Service Commission Accountability Report 2001/2002
Outcome Measures Summary

Core Business Area 1: Labour Relations						
Outcome	**Indicator**	**Measure**	**Accountability**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
1. *Improved Collective Agreement Administration*	*Managers and employees who fully understand the collective agreement(s)*	1a) Percentage of HR Professionals who have received training.	Labour Relations	0	To have delivered LR training to all HR Consultants, Managers and Directors	Develop training in consultation with HR community - Priority
		1b) Percentage of line managers (availability to those who require) who have received training.		0	To have delivered LR training to all line management requiring LR training	Support by providing time and resources to Staff Relations staff, adequate to meet the targets.

Core Business Area 2: Human Resource Management Policy						
Outcome	**Indicator**	**Measure**	**Accountability**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
1. *High quality work environment*	Reduction in employee and manager absenteeism	1. Absenteeism rates	HR Policy	9.78 days/employee/ year (civil service)	Absenteeism rate of 8.75 days/employee/year	Evaluate Attendance Management Policy
	Reduction in incidences of work-related stress	2. Incidences of work-related stress	HR Policy	18.9% of all EAP cases	15%	Track incidences of workplace stress
	Reduction in staff turnover	3. Employee and manager turnover rates	HR Policy	3.32% on voluntary separation	Continue to monitor trends and incorporate into decision-making	Track staff turnover

Public Service Commission Accountability Report 2001/2002
Outcome Measures Summary

Core Business Area 1: Labour Relations						
Outcome	**Indicator**	**Measure**	**Accountability**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
1. *Improved Collective Agreement Administration*	*Managers and employees who fully understand the collective agreement(s)*	1a) Percentage of HR Professionals who have received training.	Labour Relations	0	To have delivered LR training to all HR Consultants, Managers and Directors	Develop training in consultation with HR community - Priority
		1b) Percentage of line managers (availability to those who require) who have received training.		0	To have delivered LR training to all line management requiring LR training	Support by providing time and resources to Staff Relations staff, adequate to meet the targets.

Core Business Area 2: Human Resource Management Policy						
Outcome	Indicator	Measure	Accountability	Base Year Measure (2000/2001)	Target 2004/2005	Strategies to Achieve Target
1. *High quality work environment*	Reduction in employee and manager absenteeism	1. Absenteeism rates	HR Policy	9.78 days/employee/ year (civil service)	Absenteeism rate of 8.75 days/employee/year	Evaluate Attendance Management Policy
	Reduction in incidences of work-related stress	2. Incidences of work-related stress	HR Policy	18.9% of all EAP cases	15%	Track incidences of workplace stress
	Reduction in staff turnover	3. Employee and manager turnover rates	HR Policy	3.32% on voluntary separation	Continue to monitor trends and incorporate into decision-making	Track staff turnover

Core Business Area 3: Human Resource Programs and Services						
Outcome	**Indicator**	**Measure**	**Accountability**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
1. *Ability to attract and retain the most suitable individuals*	Employee and manager learning and skill development is expected and supported	1. Percentage of employees and managers receiving performance assessment	HR Programs and Services	Not available. management (MCP) employees Baseline for bargaining unit employees will be established in 02/03	100% of employees and managers receiving performance assessment by 2004/2005	Implement Corporate Human Resource Development Strategy Establish Deputy Ministers' Advisory Committee - Complete Involve HR Forum in developing and implementing the Corporate HR Plan - Ongoing Assist departments in linking employee performance to government performance through effective use of the performance management system. - Priority Implement pay for performance for management employees (contingent upon increase in funding) - Priority Develop and implement 'Employer of Choice' polices and programs. - Priority Evaluate MPA (M) Program
		2. Number of employees and managers attending HRD training		Extended leadership: 200 employees/yr	Maintain	
				Service wide: 1,700 employees/yr	Maintain	

Core Business Area 3: Human Resource Programs and Services						
Outcome	**Indicator**	**Measure**	**Accountability**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
1. *Attract and retain the most suitable individuals* (cont'd...)		3. Voluntary staff turnover rate	HR Programs and Services	3.32%	Continue to monitor trends and incorporate into decision-making	
	Success with initiatives which market the Nova Scotia public service as an attractive employer, provide work opportunities for youth and attract knowledge workers to the Nova Scotia public service.	4. Number of Career Starts interns that continue to work for government upon completion of their internship.	HR Programs and Services	5 of 16 interns (31%)	Increase to 50%	Implement initiatives which market the Nova Scotia public service as an attractive employer, provide work experience opportunities for youth and attract skilled workers to Nova Scotia public service. Continue Career Starts Program and evaluate
2. *Continuous learning opportunities for employees.*	Increase training and development activities and opportunities	1. Money spent by Gov't on corporate employee training and development	HR Programs and Services	$519,766	Maintain or Increase	Establish performance management framework and audit depts regarding their responsibility for establishing Departmental Human Resources plans and individual employee training plans.

Core Business Area 3: Human Resource Programs and Services						
Outcome	**Indicator**	**Measure**	**Accountability**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
1. *Ability to attract and retain the most suitable individuals*	Employee and manager learning and skill development is expected and supported	1. Percentage of employees and managers receiving performance assessment	HR Programs and Services	Not available. management (MCP) employees Baseline for bargaining unit employees will be established in 02/03	100% of employees and managers receiving performance assessment by 2004/2005	Implement Corporate Human Resource Development Strategy Establish Deputy Ministers' Advisory Committee - Complete Involve HR Forum in developing and implementing the Corporate HR Plan - Ongoing Assist departments in linking employee performance to government performance through effective use of the performance management system. - Priority Implement pay for performance for management employees (contingent upon increase in funding) - Priority Develop and implement 'Employer of Choice' polices and programs. - Priority Evaluate MPA (M) Program
		2. Number of employees and managers attending HRD training		Extended leadership: 200 employees/yr	Maintain	
				Service wide: 1,700 employees/yr	Maintain	

Core Business Area 3: Human Resource Programs and Services						
Outcome	**Indicator**	**Measure**	**Accountability**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
1. *Attract and retain the most suitable individuals* (cont'd...)		3. Voluntary staff turnover rate	HR Programs and Services	3.32%	Continue to monitor trends and incorporate into decision-making	
	Success with initiatives which market the Nova Scotia public service as an attractive employer, provide work opportunities for youth and attract knowledge workers to the Nova Scotia public service.	4. Number of Career Starts interns that continue to work for government upon completion of their internship.	HR Programs and Services	5 of 16 interns (31%)	Increase to 50%	Implement initiatives which market the Nova Scotia public service as an attractive employer, provide work experience opportunities for youth and attract skilled workers to Nova Scotia public service. Continue Career Starts Program and evaluate
2. *Continuous learning opportunities for employees.*	Increase training and development activities and opportunities	1. Money spent by Gov't on corporate employee training and development	HR Programs and Services	$519,766	Maintain or Increase	Establish performance management framework and audit depts regarding their responsibility for establishing Departmental Human Resources plans and individual employee training plans.

Core Business Are 3: Human resource Programs and Services						
Outcome	**Indicator**	**Measure**	**Accountability**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
2. *Continuous learning opportunities for employees (cont'd)*		2. Number of work experiences, co-op and internship placements	HR Programs and Services	Youth Internship = 16 Co-op = 19	Increase *(contingent upon funding)*	
3. *Workforce that values that employee differences*	Employees and managers are provided with diversity management education	1. Number of employees and managers attended Diversity and Employment Equity Education Program courses	HR Programs and Services	250 people took program in 2000/2001 (approx. 75% of workforce have taken the program)	95% of workforce	Continue to deliver Diversity and Employment Equity Education Program and evaluate
4. *Ensure departments are positioned to respond to emerging human resources needs*	Departments develop and implement leadership development and continuity strategies	1. Number of employees and managers attending "leadership development training"	HR Programs and Services	200 employees/year	Maintain	Work with departments to develop and implement leadership development and continuity strategies Implement Succession Planning - Priority Evaluate Performance Management Policy
	Review and ensure effectiveness of the staffing process	2. Number of days to fill a position		Average of 75 days from closing date	Average of 20 days from closing date PSC will reduce total time by 2-3 days, in order to reduce from 75 to 20 line department(managers and HR) participated is required.	Work with departments to review and ensure effectiveness of the staffing process. - Priority Implement streamline staffing - Priority

Core Business Area 3: Human Resource Programs and Services						
Outcome	**Indicator**	**Measure**	**Accountability**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
5. *An environment which supports the well-being of employees and managers*	Employee wellness	Employee Assistance Program (EAP) utilization rate	Corporate Services	8.32%	Continue to monitor trends	Further promote EAP, increased awareness will result in increased utilization of this preventative program thereby reducing employee absenteeism
		Time lost due to general illness		GI/MD = 4.15 day/employee civil service only	GI/MD = 3.75 day/employee	Evaluate utilization rates of EAP Program thereby reducing employee absenteeism
	Compliance with OH&S legislation	# of workplace accidents		597	Reduce	Audit compliance with corporate OH&S policy
		Time lost due to accidents/injuries		1,759 days lost	Reduce	

Core Business Are 3: Human resource Programs and Services						
Outcome	Indicator	Measure	Accountability	Base Year Measure (2000/2001)	Target 2004/2005	Strategies to Achieve Target
2. *Continuous learning opportunities for employees (cont'd)*		2. Number of work experiences, co-op and internship placements	HR Programs and Services	Youth Internship = 16 Co-op = 19	Increase *(contingent upon funding)*	
3. *Workforce that values that employee differences*	Employees and managers are provided with diversity management education	1. Number of employees and managers attended Diversity and Employment Equity Education Program courses	HR Programs and Services	250 people took program in 2000/2001 (approx. 75% of workforce have taken the program)	95% of workforce	Continue to deliver Diversity and Employment Equity Education Program and evaluate
4. *Ensure departments are positioned to respond to emerging human resources needs*	Departments develop and implement leadership development and continuity strategies	1. Number of employees and managers attending "leadership development training"	HR Programs and Services	200 employees/year	Maintain	Work with departments to develop and implement leadership development and continuity strategies Implement Succession Planning - Priority Evaluate Performance Management Policy
	Review and ensure effectiveness of the staffing process	2. Number of days to fill a position		Average of 75 days from closing date	Average of 20 days from closing date PSC will reduce total time by 2-3 days, in order to reduce from 75 to 20 line department(managers and HR) participated is required.	Work with departments to review and ensure effectiveness of the staffing process. - Priority Implement streamline staffing - Priority

Core Business Area 3: Human Resource Programs and Services						
Outcome	**Indicator**	**Measure**	**Accountability**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
5. *An environment which supports the well-being of employees and managers*	Employee wellness	Employee Assistance Program (EAP) utilization rate	Corporate Services	8.32%	Continue to monitor trends	Further promote EAP, increased awareness will result in increased utilization of this preventative program thereby reducing employee absenteeism
		Time lost due to general illness		GI/MD = 4.15 day/employee civil service only	GI/MD = 3.75 day/employee	Evaluate utilization rates of EAP Program thereby reducing employee absenteeism
	Compliance with OH&S legislation	# of workplace accidents		597	Reduce	Audit compliance with corporate OH&S policy
		Time lost due to accidents/injuries		1,759 days lost	Reduce	

Outcome Measures 2001/2002

Outcome measures have been improved in each of the last three business planning cycles to help promote accountability in Government, and to develop a more meaningful and consistent approach to measuring results. The most recent measures produced, for the 2002/2003 Business Plan, are considered best for accountability purposes. As a result, measures in the 2002/2003 Public Service Commission Business Plan have been used to report on performance data for the 2001/2002 period.

Core Business Area 1: Labour Relations

Outcome 1: "Improved Collective Agreement Administration"

MEASURE 1: **Number of labour relations training sessions to HR community and line managers.**

What does this Measure Tell Us?
The more HR professionals and managers receiving LR training , the more consistent labour relations practices will be across Government.

Where are we now?
Guidance and support is provided by the Public Service Commission (labour relations) when required. Currently no formal training is provided.

Where do We Want to Go/Be in the Future?
Our goal is to make formal training available to all HR Professionals and managers who need it. We will also continue with informal support to others.

Core Business Area 2: Human Resource Management Policy

Outcome 1: "Provide employees and managers with a high quality work environment."

MEASURE 1: **Absenteeism rate.**

What does this Measure Tell Us?
The average days lost per employee per year due to general illness, medical appointments and short-term illness. This is an indicator of overall employee health.

Where are We Now?
The absenteeism rate was 9.78 days per employee per year in 2000/2001. The rate in 2001/2002 is 9.55.

Where do We Want to Go/Be in the Future?
We want to reduce the absenteeism rate from 9.78 to 8.75. We will Work towards this with the continued use of the Attendance Management Policy including guidance, support and monitoring. The Absenteeism rate has improved from 10.7 in 1996/1997 when the policy was introduced to 9.55 in 2001/2002. According to Statistics Canada, the national rate for absenteeism in 2001 for an average full-time employee was 8.5.

MEASURE 2: **Incidences of work-related stress.**

What does this Measure Tell Us?
This shows the number of employees seeking assistance from the Employee Assistance program due to workplace stress, caused by workplace allegations, career issues, workplace conflict, unhealthy work environment (i.e. workload, lack of respect, etc.), group bereavement, workplace harassment, performance issues, termination, workplace adjustment.

Where are We Now?
The 2001/ 2002 rate of work-related stress is 11.5% of the total 716 EAP cases. The rate has seen a decrease since 2000/2001 (18.9% of the 735 EAP cases).

Where do We Want to Go/Be in the Future?
We will continue to monitor the incidence of work-related stress and provide EAP support to those who experience this problem. However, the indicator must be used carefully. For example, an increase in EAP cases may in fact be a positive outcome as more employees seek assistance rather than miss work due to an unaddressed work-related problem. A rate of 15% is our target for 2004/2005.

MEASURE 3: **Voluntary Staff Turnover Rates.**

What does this Measure Tell Us?
This measure indicates the number of employees who are leaving the Government of Nova Scotia on a voluntary basis.

Where are We Now?

Government currently has a 3.32% voluntary turnover rate.

Where do We Want to Go/Be in the Future?
We will continue to track staff turnover rates and trends and incorporate them into decision-making. It is important to look behind the numbers, who is leaving and why.

Core Business Area 3: Human Resource Programs and Services

Outcome 1: "Attract and retain the most suitable individuals".

MEASURE 1: **Percentage of employees and managers receiving performance assessments.**

What does this Measure Tell us?
Performance management is a strategic leadership tool for organizational effectiveness. It helps ensure that efforts of the Nova Scotia Civil Service are focused on the priorities and strategies outlined in the Government and Department Business Plans. Performance management is also a framework for developing competent leadership for the future.

Where are We Now?
This has not previously been tracked centrally, so a precise number is not available.

Where do We Want to Go/Be in the Future?
Our target is to ensure all Management Compensation Pay Plan (MCP) employees and managers receive annual performance assessments by 2004/2005. We also intend to promote performance appraisals for bargaining unit employees.

MEASURE 2: **The number of employees and managers attending human resource development training.**

What Does the Measure Tell Us?
Life-long learning and continuous improvement are important to employee development. Programs offered by the Public Service Commission are designed to support organizational and individual development needs which, in turn, help civil servants meet the challenge of delivering quality public services to Nova Scotians.

Where are We Now?
All courses offered reflect the feedback and suggestions of employees across Government and focus on the skills we believe are most important for employees to deliver quality public service.

In 2001/2002 more than 1,700 employees took one or more courses provided by the Public Service Commission. A calendar of corporate training and development courses is provided to employees. This calendar includes courses in the following areas of study: diversity management, leadership skill development, personal development records management, workplace skill development and computers.

In 2001/2002, more than 200 Government employees took part in extended leadership programs.

Where do We Want to Go/Be in the Future?
We want to continue to provide courses and programs to provide civil servants with the skills needed to succeed in delivering services to Nova Scotians. This means maintaining or increasing the proportion of managers and employees who have received training and development.

MEASURE 3: **Voluntary Staff Turnover Rate.**

See Core Business Area 2, Outcome 1, Measure 3.

MEASURE 4: **The number of Career Starts interns that continue to work for government upon completion of their internship.**

What does this Measure Tell Us?
In the Spring of 1998, the Government of Nova Scotia established a new civil service internship program called 'Career Starts', which provides recent post-secondary graduates with an opportunity to develop their job skills, gain career-related experience, and work in the Nova Scotia Civil Service. This measure would tell us how many interns we are able to retain after the program.

Where are We Now?
The number of internship positions has been doubled from 8 to 16 since the program was introduced in 1998. Not all interns have completed their internship yet, therefore the number of 2001/2002 interns who have continued to work for Government upon completion of their internship, is currently unavailable. In 2000/2001, 5 of the 16 interns continued to work for government after finishing the Career Starts Program.

Where do We Want to Go/Be in the Future?
Our target is to increase the number of new entrants, as vacancies occur, by continuing to provide opportunities for new graduates such as Career Starts. An evaluation will be conducted in 2002/2003 of the 2001/2002 program, to assess if the program is meeting its objectives in an efficient and cost-effective manner.

Outcome 2: "Committed to becoming a learning organization and create continuous learning opportunities for its employees."

MEASURE 1: **The number of employees and managers attending human resource development training.**

See Core Business Area 3, Outcome 1, Measure 2.

MEASURE 2: **Money invested in corporate training and development by Government for its employees.**

What does this Measure Tell Us?
This measure shows the level of Government support for relevant, high-quality and cost-effective employee learning and development for its employees.

Where are We Now?
Currently, Government invests just over a half a million dollars in employee training and development.

Where do We Want to Go/Be in the Future?
Our target is to maintain or increase the current level of investment in training and development in support of a professional public service.

Outcome 3: "Workforce values employee differences."

MEASURE 1: **The number of employees and managers who have attended diversity and employment equity education program courses.**

What does this Measure tell Us?
Courses are designed to promote diversity in the workplace. The objective is to provide diversity awareness through education to as many employees as possible. These courses will increase managers' understanding of diversity in the workplace.

Where are We Now?
This past year, 250 employees took the Diversity and Employment Equity Education Training course. Approximately 75% of the workforce have taken this course to date.

Where do We Want to Go/Be in the Future?
We would like to see an increase from 75% to 95% in the number of employees taking the Diversity and Employment Equity Education Training course.

Outcome 4: "Ensure departments are positioned to respond to emerging human resources needs."

MEASURE 1: **The number of days to fill a position.**

What does this Measure Tell Us?
This measure shows the level of efficiency in staffing Government positions including the ability to respond quickly to HR needs.

Where are We Now?
Positions are currently staffed on an average of 70 - 75 days from the closing date of the job competition.

Where do We Want to Go/Be in the Future?
Our target is an average of 20 days from the closing date of the job competition. This will be achieved with a streamlined staffing system designed to reduce the time to fill a position. This system decentralizes the staffing function to government line departments. The Public Service Commission will, however, continue to support the staffing function by providing training, posting vacancies and helping ensure fair hiring through the merit principle.

Outcome 5: "Provide an environment which supports the well-being of employees and managers."

MEASURE 1: **Utilization rate of Employee Assistance Program (EAP) program.**

What does this Measure Tell Us?
The measure indicates how many Government employees are using the Government of Nova Scotia's EAP program which offers confidential assistance to Government employees, their partners and dependents who may be experiencing personal problems. An increase in the rate could indicate higher stress levels, however, it may also be seen as a positive

outcome as more employees seek assistance rather than miss work due to an unaddressed workplace or personal problem. It is critical to monitor and evaluate utilization rates. Quality service delivery depends on employee health, safety and wellness.

Where are We Now?
In 2001/2002, we had an 8.32% utilization rate.

Where do We Want to Go/Be in the Future?
Through further promotion of EAP, an increased awareness will likely result in an increased utilization rate. It is important to monitor trends, the reasons for a significant increase or decrease must be flagged and addressed.

MEASURE 2: **Time lost due to general illness.**

What does this Measure Tell Us?
Absenteeism can be a significant cost to government. General illness is an indicator of the general health levels of employees.

Where are We Now?
Through attendance management, government has reduced the level of absenteeism in Government. The 2000/2001 average for general illness and medical appointments is 4.15 days per employee per year.

Where do We Want to Go/Be in the Future?
Our target is to reduce our current rate of 4.15 days per employee per year to 3.75.

Core Business Area 4: Audit and Evaluation

The focus of audit and evaluation as a new core business area under legislation, will be the establishment of an annual planning process and development of an audit and evaluation mandate document. Outcome and outcome measures will be identified in the 2003/2004 Business Plan.

Explanation of Changes in Measures

Measures in the 2002/2003 Business Plan have been used to report on performance for the 2001/2002 period. As a number of outcome measures outlined in the 2001/2002 Business Plan were not carried over into the 2002/2003 Business Plan, they are identified below with an explanation as to why they are not being reported on at this time.

Goal 1: Ensure Government has a highly skilled, well-educated, professional, flexible and motivated work force.

Outcome: Select and retain the most suitable individuals.

- **Percentage of managers who report their employees have skills to meet current and future needs.**
  At this point there is no government-wide system in place to enable managers to assess and report on employee skills to meet current and future needs. Succession management has been identified as a priority by HR leaders in Government. Workforce planning is the first component of succession management that will be developed and implemented by the Public Service Commission in cooperation with the line HR departments. This measure cannot be used until such a system is in place.

- **Percentage of employees and managers who understand how their work contributes to their department's business plan.**
  It is managers' responsibility through the performance management process to ensure employees understand how their work contributes to their department's business plan. There is currently no mechanism, such as an employee survey to measure such levels of understanding Government-wide.

- **Employees' and managers' assessment of organizational support for their learning to meet current and future needs.**
  A system is currently not in place to evaluate this. HR directors are provide support in their departments, but until a Government-wide system is in place, such corporate measure cannot be used at this time.

Outcome: Committed to becoming a learning organization and create continuous learning opportunities for its employees.

- **Number of developmental moves for employees and managers**
  A system is currently not in place to track, in a consistent manner, all developmental moves throughout Government.

Outcome: Ensure a diverse workforce which values employee differences.

- **Number of employees and managers from designated groups**
  This information is provided in the Accountability Report under Appendix B: Government of Nova Scotia Demographic Profile. Government helps ensure a diverse workforce which values employee differences by tracking and monitoring representation of designated groups and incorporating these results into decision-making. However, it is not believed that targets are an appropriate tool for this purpose.

Goal 2: Enhance and maintain good employee/employer relationships and build new relationships in the broader public sector.

Outcome: Greater collaboration between the Public Service Commission and Government stakeholders

- **Results of public service management satisfaction survey**
  A public service management satisfaction survey has not been conducted.

- **Sharing best practices**
  The Public Service Commission continues to establish broad communication channels with the public service and municipalities in the Atlantic region. The sharing of best practices cannot, however, be measured for the purpose of accountability reporting.

- **Operational dispute resolution process; report on other terms and conditions**
  This measure specifically referred to the completion of phases II and III of the framework agreement the between Province and Crown Attorneys Association. One tool is under development but this does not lend itself to measurement.

- **Sharing HR policies**
  The Public Service Commission is working on developing standard policy frameworks to achieve Government savings. The sharing of HR policies will continue but a means of measuring this degree of sharing is not available at present.

- **Minimal disruption to public services**
  The Public Service Commission will continue to monitor and oversee collective bargaining processes involving multiple employers in unions and help to ensure minimal disruption to public services. Any such disruptions will be tracked and monitored for decision making purposes but will not be measured for the purpose of accountability reporting.

Goal 3: Ensure human resources policies are highly responsive to Government direction.

Outcome: Provide employees and managers with work/life balance

- **Number of teleworking employees**

The Government of Nova Scotia currently does not provide a teleworking option to its employees. A teleworking program would need to be in place before such a measure can be used.

- **Job satisfaction assessment**
  A public service employee management satisfaction survey has not yet been conducted, therefore this measure cannot be used at this time.

Outcome: Government recognizes and rewards employees and managers' achievements/suggestions

- **Number of employee and manager suggestions received annually**
  The Government of Nova Scotia currently does not have an employee suggestion program in place. If such a program is developed and implemented, then such a measure would be appropriate and can be used.

- **Number of departmental recognition programs**
  An employee recognition framework has been developed. It is anticipated that the elements of this framework including corporate employee recognition guidelines will be implemented in January 2003.

- **Percentage of employees and managers who understand Government goals and priorities**
  A system is currently not in place to measure such understanding.

- **Cost savings achieved through implementation of employee suggestions**
  The Government of Nova Scotia currently does not have an employee suggestion program in place and as such, cost savings cannot be achieved nor measured.

Outcome: Reward Senior Officials based on their performance

- **Operational/management/financial audit**
  A Senior Official's compensation system and policy is set to be established in 2003. A Deputy Minister's system is currently in place.

Goal 4: Manage the compensation performance and succession planning systems for Government

Outcome: Compensate/reward/recognize employees and managers based upon contribution to business objectives.

- **Compensation standards**

Compensation standards will be established through the reviews of the compensation systems in Government. Standards will not be measured for the purpose of accountability reporting.

- **Updated bargaining unit and management classification systems.**
  These systems are currently being reviewed and updated.

Outcome: Ensure departments are positioned to respond to emerging human resources needs.

- **Number of departmental leadership and continuity strategies in place**
  No data is available at this time.

Outcome: Ensure effectiveness of human resource community

- **Number of human resource staff who meet human resource competencies**
  Human resource competency data is not yet available. Ensuring a sufficient complement of HR staff with necessary skills, knowledge and ability is a priority of the HR leaders in Government. A work team will begin this process by compiling a current inventory of human resource competencies in Government.

Goal 5: Continue to ensure the merit principle is upheld through a fair and effective hiring process.

Outcome: Increase the number of skilled people interested in employment with the Nova Scotia Public Service.

- **Number of skilled workers entering Nova Scotia's public Service**
  A system is currently not in place to measure this.

Supplemental Information and Appendices

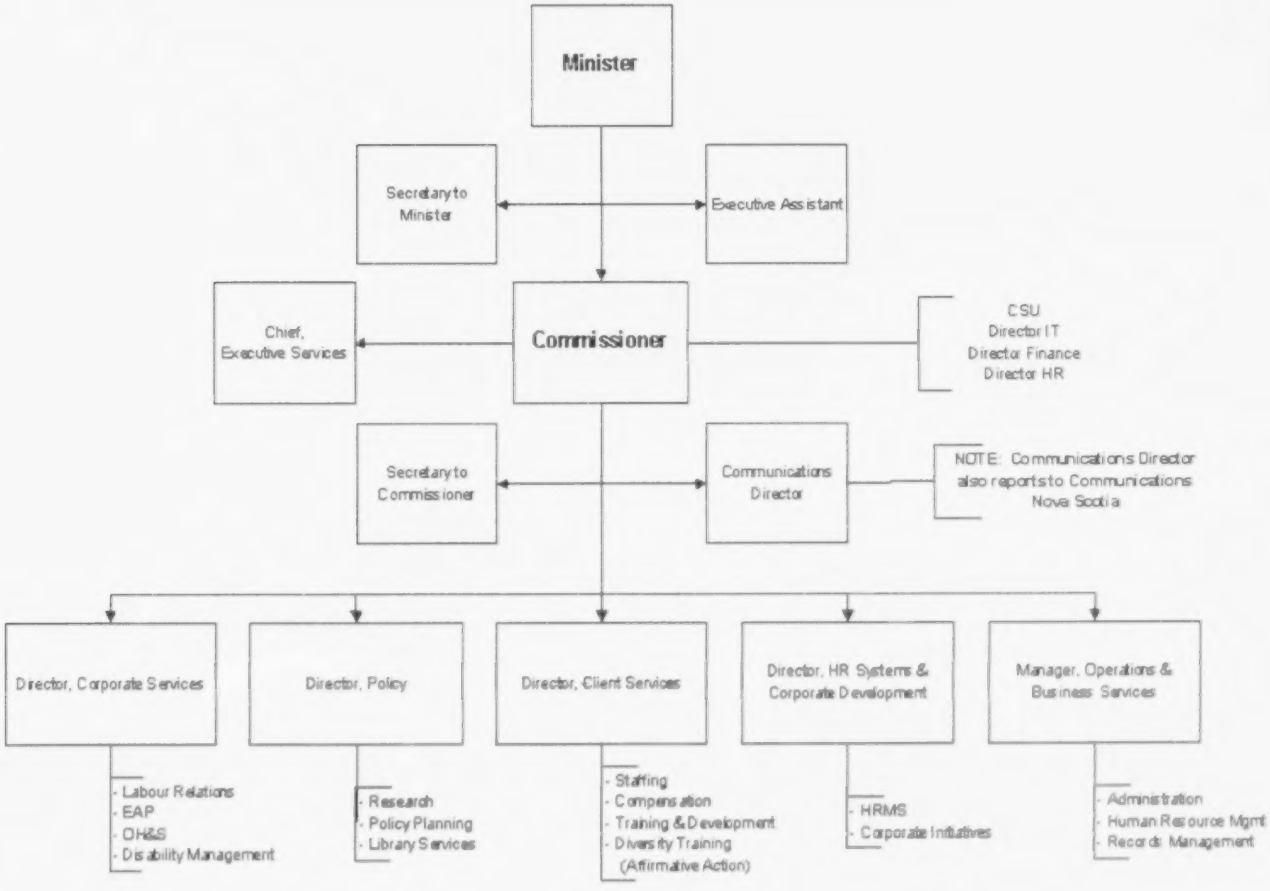
Appendix A: Organizational Chart

Appendix B: Employee Demographic Information

Appendix C: HR Strategy - Strategic Directions

Appendix A

Nova Scotia Public Service Commission



Appendix B

Government of Nova Scotia
Demographic Profile

Nova Scotia Civil Service Fact Sheet

Demographic Profile of the Civil Service
As of March 31, 2002

Employee Headcount • Civil Service	Females: 3,881 Males: 3,000	6,881
Bargaining Unit **Civil Service Employees**		5,351
Excluded Civil Service Employees		1,530
Affirmative Action Designated Groups	**NS Civil Service***	**NS Working Age Population****
• Aboriginal Peoples	34 (0.5%)	7,835 (1.2%)
• Black	152 (2.2%)	11,050 (1.8%)
• Other Visible Minority	58 (0.8%)	9,515 (1.6%)
• Employees with Disability***	383 (5.5%)	62,385 (10.4%)
• Women	3,881 (56.4%)	301,915 (50.3%)
• Total	6,881 (100.0%)	607,825 (100.0%)
Average Age		45
Average Salary		$42,318
Average Years of Service		14.6

Civil Servant: An employee appointed under the provisions of the *Civil Service Act.* Includes permanent, probationary, term and temporary positions.

Working Age Population: Age 15 - 64

Totals based on Civil Servants who have completed the Workforce Profile Survey (voluntary self-identification)

****Source: Statistics Canada, Census of Canada 1996***

*****Source: Human Resources Development Canada Employment Equity Data Report (Release No. 1) December 1998***

Appendix C

HR Strategy - Strategic Directions

The HR Forum, made up of representatives from the Public Service Commission and HR Directors from the line departments, have worked together over the past two years to develop six common strategic directions to help make the government an 'Employer of Choice'. The achievement of objectives resulting from this common, longer term strategy for the human resource community is a shared responsibility between the Public Service Commission and line HR departments.

1. Implement succession management
   - to ensure supply continues to meet demand, incorporating diversity considerations

2. Revitalize performance management
   - to ensure all employees are recognized for their achievements in relation to government and department goals

3. Strengthen labour relations capacity in government
   - to achieve consistency of approach and application in Labour Relations in the broader public sector

4. Align human resource structures
   - to make the HR component an integral part of corporate/department business planning
   - to co-ordinate the timing of human resource initiatives to match the capacity of government's human resource cadre to impleme nt them

5. Institute continuous quality improvement
   - to ensure HR programs, systems and processes continue to provide consistency of application and excellent client services

6. Support and improve occupational health and safety systems and processes
   - to strengthen HR/OHS relationships, build the best HR practices and deliver quality services to our clients